

Dissertation



ACADEMIC
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Discussion chapter

The Role of Organizational Projectification in Generation Z Employee Attraction and Retention



5.1.3. Interpretation of the Findings

Various interpretations can be drawn from the findings. The first relates to the time Generation Z has worked with the current employer. Goh and Okumus (2020) confirm the high turnover rate among Generation Z. Based on these results, most respondents have not been with their current employer for very long. For instance, 45% of respondents have worked for their current company for less than a year, and an additional 25% have worked for 1-2 years. Only 15% of respondents have worked for their current employer for 2-3 years, and a small minority (8%) have worked for over five years. When these results are disaggregated by industry, there are some differences in the proportions of respondents who have worked for their current employer for less than a year, with 27% of respondents from financial institutions falling into this category, compared to 52% and 55% for respondents from the construction and creative industries, respectively. Chillakuri, B. (2020) acknowledges Gen Z's different motivations to stay or quit work based on industry. These results suggest that there may be differences in job tenure among respondents across different industries.

The second aspect relates to attitudes and preferences. The results from the survey of Generation Z participants indicate that they have a strong preference for certain types of organizations. Most respondents (mean of 4.10) preferred developing skills in multiple professions rather than specializing in one profession. They also preferred to work in innovative enterprises (mean of 3.58) rather than operations-based firms and preferred teamwork (mean of 4.33) to working individually. According to Dwivedula and Singh (2021), organizations are increasingly dependent on teamwork since working in groups fosters collaboration, minimizes supervision, and helps members understand each other's needs. Therefore, working in a team-bound environment within a specified time was desirable as it enabled Generation Z to attain their goals. Most respondents preferred exposure to various fields of work (mean of 4.01) rather than specializing in one area. Most respondents preferred to work in a task-oriented schedule (mean of 4.10) rather than a traditional 8-hour work setting and preferred organizations that encourage professional and personal development (mean of 3.37) over those that focus more on pay. Most respondents also preferred to work in an autonomous setting (mean of 4.39) rather than in a traditional hierarchy with high levels of supervision. They preferred to work in teams (mean of 4.47) and in organizations that use more technology (mean of 4.67). In an environment where innovation is a factor to be enhanced, opportunities for personal and professional development are preferred by Generation Z individuals (Aboramadan et al., 2020). They also preferred organizations that encourage professional growth and development (mean of 3.91) over those that offer higher pay, as Gabrielova and Buchko (2021) highlight. Overall, these results suggest that Generation Z respondents value opportunities for skill development, innovation, teamwork, exposure to various fields of work, and autonomy in the workplace

The third area entails factors affecting the decision to leave the job. These results indicate that

inadequate salary is the most significant factor affecting the respondents' decision to quit a job, with a weighted average ranking of 16.2%. Graczyk-Kucharska and Erickson (2020) also found the base salary to be a vital consideration for Generation Z due to financial pressure from life commitments. Furthermore, Routine work, lack of opportunity to learn new technology, and poor work-life balance are the next most significant factors, with weighted average rankings of 15.5%, 14.7%, and 13.3%, respectively. These results suggest that respondents are more likely to consider quitting their jobs due to issues with salary, the monotony of their work, a lack of opportunities for learning and growth, and imbalanced work and personal lives. Bińczycki and Dorocki (2022) note that monotony at work and lack of opportunities lead to job dissatisfaction. Therefore, project-based organizations must consider these factors when trying to retain their employees.

Another aspect is motivation factors that impact decision-making to stay at the current job. According to these results, the most desired factor among Generation Z respondents that affects their decision to stay at a job is the exposure to a diversity of skills and expertise, with a weighted average ranking of 29%. Schroth (2019) notes that learning new life skills is a factor of interest to this population. Other significant factors are a good salary, autonomy to control one's own time and work, and an agile and flexible work environment, all of which have weighted average rankings of 15%, 14%, and 14%, respectively. These results suggest that Generation Z respondents value learning and growth opportunities and flexible and autonomous work environments when deciding whether to stay at a job. Chillakuri (2020) insists that a flexible work environment is a critical concern for Generation Z. They also place a lower priority on salary as a factor influencing their decision to stay.

The final area is attraction and job-hopping factors. The results suggest that most Generation Z respondents (68%) are inclined to hop between jobs and explore different industries and organizations. The research established that good pay reduces job-hopping among this population (Barhate and Dirani, 2021). In contrast, only 32% of respondents prefer to stay in one organization to specialize in one industry. When asked about the factors that attract them to an organization, 45% of respondents cited elements of the organizational culture and environment, such as flexibility, good management, and values, as necessary. Ngoc et al. (2022) confirm that organizational values are essential to Gen Z because they help them work towards a purpose. 25% of respondents cited professional development and learning opportunities as appealing, and 21% emphasized the importance of salary and benefits. Overall, these results suggest that Generation Z respondents value a range of factors when considering job opportunities, including the culture and environment of an organization, opportunities for learning and growth, and compensation. These factors characterize a projectified organizational culture that attracts Generation Z.

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